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T/664

Advisor for Management

21 July 1951

Director of Training

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Survey of the Reorganisation of the Office of Training.

1. My primary consideration in requesting the above survey is the hope that a plan of reorganisation of this Office may be effected that will assure the utmost security protection for covert operational training, consistent with the Director of Training's responsibility for all Agency training. I believe that to accomplish this it will be necessary to sacrifice some efficiency and economy of office management procedures, but that such a possibility must be recognised and accepted. Covert operational training should be compartmented within the Office of Training and granted autonomy of action necessary in the interest of security. For the purposes of this memo, I shall divide the functions of the Office of Training into two groups: General Training Group (Overt) or GTG, and Special Training Group (Covert) or STG. Each Group will correspond roughly with the type of training formerly handled by my office, GTG, and by TRD-OSO, now STG.

2. Agency training, for the purposes of this survey, could be divided roughly into three main categories:

A. All Agency training common to all offices, where security of covert offices personnel is not a factor requiring special handling. This could include:

(1) The CIA Intelligence School.

(2) Language and Area Training.

(3) Orientation and Indoctrination of CIA employees.

(4) Unclassified Training Group A.

(5) Outside Agency Training.

(6) Rapid Reading, Report Writing, etc.

(7) Clerical Training.

B. Para-Military Training.

C. Covert Training.

(1) Staff.
(2) Agent.

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3. Category A training is presently given by both OTG and STG. I suggest that the major responsibility for this type training be assumed by OTG thereby relieving STG for greater emphasis on categories B and C. Under present T.O. status, it would be necessary to use personnel from STG in category A. Some opposition may be encountered from OPC-OSO if their staff and clerical employees are taught in the same classes with employees from the overt offices. It is suggested, however, that some of this opposition will not bear up under realistic inspection. Until the Office of Training is better staffed, it may be necessary for OPC-OSO to substitute on-the-job training for their Washington staff and clerical employees in place of formal classroom training, again thereby releasing instructors to training in categories B and C. (On-the-job training is the only training presently offered to the overt offices!).

4. It is suggested that the results of your survey will show that if the para-military training commitments are to be met, both instructors and trainees will have to be provided by the Department of Defense. The present STG staff is inadequate to meet the demands which will be placed on it, and it will be little short of a miracle if Personnel Procurement can provide the necessary civilian instructors and trainees to meet commitment deadlines.

5. Instruction in category C raises a training problem which is unique in the Agency and perhaps in government - it can be given by only the most able and experienced OSO and OPC operational personnel. Whereas faculty members for the instruction required in categories A and B can be recruited from civilian and military sources, the Agency is completely dependent on covert offices' operational personnel for covert training instructors. This fact must be borne in mind by ADSO and ADPC and every inducement possible brought to bear so that qualified overseas operational personnel be rotated through Training for two to three-year tours of duty as instructors.

6. It is suggested that Classification and Management should adopt a somewhat more realistic attitude toward grade structure in the T.O. of the Office of Training. To date, the combined T.O.'s of OTG and STG are approximately 40% full, in spite of a high priority given STG by Personnel Procurement. One of the explanations for this situation, in addition to the obvious ones which afflict the Agency as a whole, is the low salary level of the U. S. "teacher". CIA probably won't change that, but CIA should realize that the CIA "teacher" is not "just another" high school teacher or even college professor. He is a specialist in a very limited field. Category C instructors must be those experienced operators who have the ability to impart their knowledge and experience to others. Not many of them

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CONFIDENTIAL

are in the GS-9 to GS-11 bracket. By the same token, OSS "alumni" who are worth their salt are presently holding civilian jobs from which they will not be weaned by the offer of a GS-11 in CIA. Again, the college or school teacher who could be taught to teach in CIA is disinclined, with reason, to give up a $3,500 a year job on a college or school campus where living costs are at a minimum, for a $5,000 a year job in CIA's Washington. To date, after two months of effort, we have been unable to recruit a single qualified Language and Linguistics instructor for the CIA Language School at the salaries we can offer. All of which adds up to this: - if the Office of Training is to meet the training commitments it has already accepted, we must be able to offer instructors a salary they will accept!

7. I suggest that it places an unnecessary burden on the Office of Training to be required to divide its "faculty" into separate divisions of instruction based on the subject matter taught. This requirement in turn puts Classification in the position of having to judge between the relative merits of subjects taught; i.e., an instructor in Russian Language versus an instructor in the Advanced Operations Course of STG. We would prefer to have an Office of Training "faculty" T.O. on an over-all basis and be able to use that "faculty" where we need to, depending upon the versatility of the individual and the training exigencies of the moment. The present procedure causes a "juggling" of slots and grades which is not always honest and subject matter comparisons which are, tritely, invidious. It goes without saying that we would also like to have a sufficient number of GS-15 and GS-14 "faculty" slots to enable us to recruit and hold the personnel we need!

8. Management's guidance is sought specifically on the position or chart-wise organization of such functions as:

A. Administration of Office of Training.

B. Office of Training Plans and Policy Staff.

C. Assessment.

D. Testing.

E. Career Corps and Department of Defense Administration.

F. Graphics and Training Aids.

It is suggested that functions which will service both OTG and STG be placed under the Director of Training rather than under the Deputy for OTG or Deputy for STG. It must be recognized that

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personnel presently connected with the above are on the T.O. of STG, and no attempt must be made to increase their responsibilities at the expense of STG. But it is felt that economy and efficiency of operation can be achieved, without loss of service or security to STG, by augmenting existing units of STG to service both Groups. It should be remembered that Office of Training efforts in the past six months to duplicate the above functions of STG have met with consistent rebuff by Management, Budget and Administration within CIA, and the Bureau of the Budget from without. It is felt that the Covert Training Division of STG should in the interest of security have an administrative staff with all feasible autonomy of action, but that in general all administrative matters of STG be handled where practical by Office of Training administration. The thinking behind this suggestion is that for the foreseeable future the Deputy for STG is faced with a herculean task, and that he should be freed wherever possible from all detail except category B and C training.

9. The reorganized Office of Training will have a T.O. in excess [redacted] It will administer and train thousands of CIA personnel per year and be responsible for the expenditure of millions of dollars. The Office of Training in the CIA has an integral responsibility for the success or failure of Covert Office operations and the efficiency of Overt Office production. To all intents and purposes, the Office of Training has Office status under the DDCI (actually DCI). Such status should be recognized officially by appropriate grade ratings. The attached chart is therefore suggested.

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10. Consideration should be given to an addition to the Office of Training T.O. of a Training Liaison Officer from each major Office (one for ORR and OIC combined). Experience has shown that Training Liaison Officers are essential. It has also shown, however, that if the Training Liaison Officers are on the T.O.'s of the separate Offices, the good ones are swamped with other duties and the poor ones are poor! In practice, the Training Liaison Officers, though carried on Office of Training T.O., will have to come from and work in the various Offices, but if they are on Office of Training's T.O., we can assure their being utilized for training matters! The above consideration has a bearing on the proposed Training T.O. of OPC.

11. The Educational Testing Service of Princeton, New Jersey, is presently surveying the Testing and Assessment requirements of the Agency and will undoubtedly recommend that the separate testing programs of the Agency be centralized either under Personnel or Training. The Office of Training is and will be a big consumer of Testing and Assessment, and it is hoped that at least a measure of control therefore will be given to us.

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12. The thoughts and suggestions on this memo are my own and are made without consultation with OTG or STG personnel. Careful consideration must be given to the opinions of Mr. Ralfe Kingsley, Deputy for STG, which could easily be entirely divergent from my own. The attached skeleton T.O. is a suggested basis for study by your office. Should the National Security Council confirm recommendations presently under study, the CIA category B training (para-military) will assume such gigantic proportions as may warrant the establishment of a separate Training Command under the Office of Training.

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MATTHEW BAIRD

Attachment

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Distr:
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1 DD/P
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